



2015 JROC / JCIDS Overview and 2015 Updates

2 Dec 2015

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- **The big picture?** *Why we have requirements...*
- **The prior JCIDS update?** *Quick review of Jan 2012 changes...*
- **The recent JCIDS update?** *Continuing evolution for 2015...*
- **Capability Requirement Portfolio Management...**

Status:

CJCSI 5123.01 – Charter of the Joint Requirements Oversight Council

version “G” signed out by DJS 12 Feb 2015

CJCSI 3170.01 – Joint Capabilities Integration and Development System

version “I” signed out by DJS 23 Jan 2015

Manual for the Operation of the Joint Capabilities Integration and Development System (JCIDS Manual)

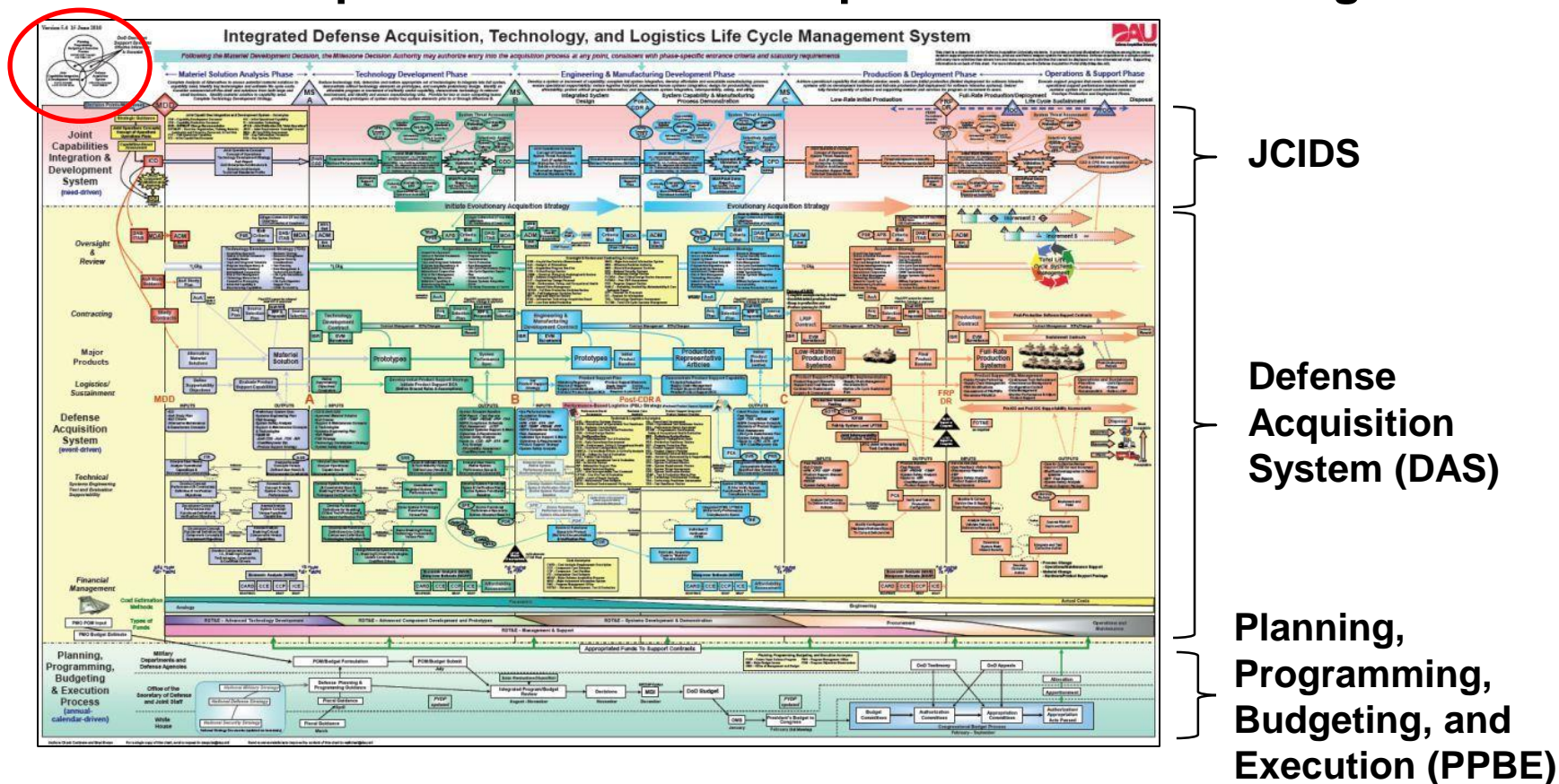
JROCM signed, final version released 12 Feb 2015

(errata versions available via JCIDS Wiki – NIPR and SIPR)



Why do we have the JROC and JCIDS?

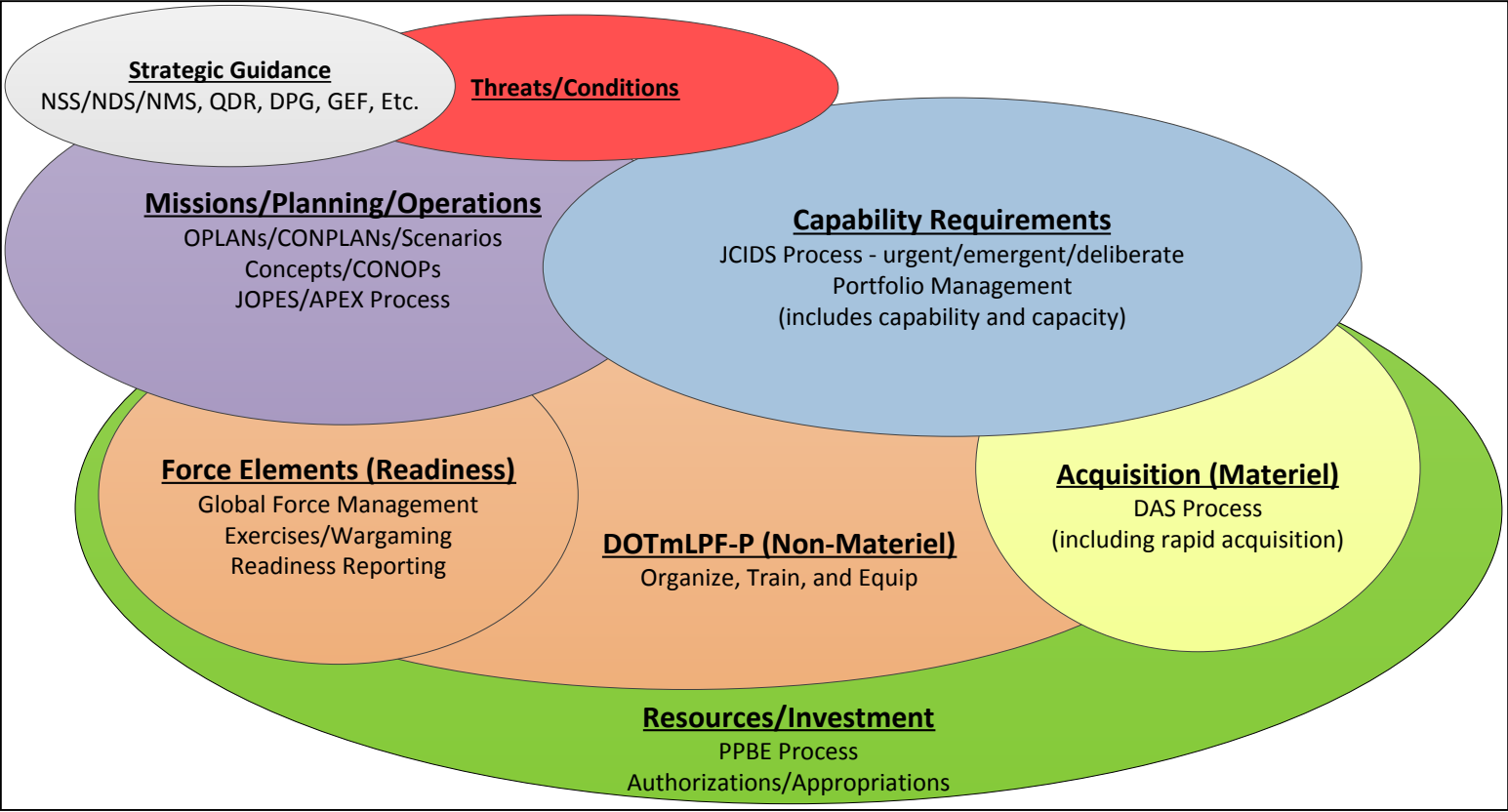
- One reason: acquisition of materiel capabilities for the warfighter



- But supporting acquisition is only part of the picture... More than any other body, the JROC is charged with shaping the force



Departmental Process Interactions





Requirements Tradeoffs

Finding the balance between:

Combatant Command near-term requirements to support OPLANs and current missions	and	DoD Force Planning Scenarios to inform long range investment plans
Versatile, joint systems	and	Systems optimized for service missions
Growing demands	and	Fiscal & political constraints
Geographic specificity	and	Worldwide applicability
Ambitious requirements	and	Achievable acquisition strategy
Quantity matters	and	Quality (High-end capabilities)
Risk to mission	and	Risk to force
COST	and	PERFORMANCE (acceptable risk)



10 USC 181 (JROC)

JROC Mission/Responsibilities (10 USC 181)

Assist the Chairman of the Joint Chiefs of Staff in:

Identifying, assessing, and approving joint military requirements*
(including existing systems and equipment) to meet the National Military Strategy

Identifying the core mission area associated with each such requirement

Establishing and assigning priority levels for joint military requirements*

In consultation with the advisors to the JROC:

Ensuring that appropriate trade-offs are made among life-cycle cost, schedule, performance, and procurement **quantity** objectives in the establishment and approval of military requirements

reviewing the estimated level of resources required in the fulfillment of each joint military requirement* and in **ensuring** that the total cost of such resources is consistent with the level of priority assigned to such requirement

In consultation with the COCOMs and the USD(AT&L):

Establishing an objective for the overall period of time within which an initial operational capability should be **delivered** to meet each joint military requirement*

Assist acquisition officials in **identifying alternatives** to any acquisition program that meet joint military requirements* for the purposes of section 2366a(b), section 2366b(a)(4), and section 2433(e)(2)

Conduct periodic reviews of joint military requirements* within a core mission area of the Department of Defense. In any such review of a core mission area, the officer or official assigned to lead the review shall have a deputy from a different military department.

Address other matters assigned to it by the President or Secretary of Defense

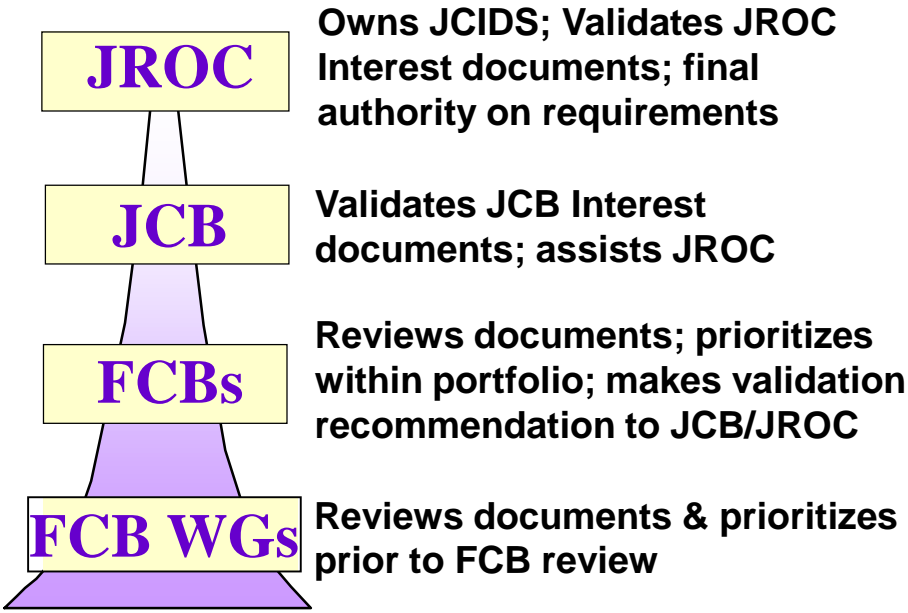
* As defined in 10 USC 181, the term joint military requirement means a capability necessary to fulfill a gap in a core mission area of the Department of Defense. The term core mission area means a core mission area of the Department of Defense identified under the most recent quadrennial roles and missions review.

The core mission areas identified in the 2009 QRMR are: Homeland Defense and Civil Support (HD/CS); Deterrence Operations; Major Combat Operations (MCOs); Irregular Warfare; Military Support to Stabilization Security, Transition, and Reconstruction Operations; and Military Contribution to Cooperative Security.



Requirements Decision Chain

JROC DECISION CHAIN



JROC: Joint Requirements Oversight Council
JCB: Joint Capability Board
FCBs: Functional Capability Boards (Force Support, Battlespace Awareness, Force Application, Logistics, Protection, C4/Cyber.)
FCB WGs: FCB Working Groups

JROC MEMBERSHIP

Chair: VCJCS. Advises the CJCS

Statutory Council Members:

- Vice Chief of Staff, Army
- Vice Chief of Naval Operations
- Vice Chief of Staff, Air Force
- Assistant Commandant of the Marine Corps
- Combatant Commands (CCMDs)*
(Commander or Deputy Commander)

Statutory Advisors:

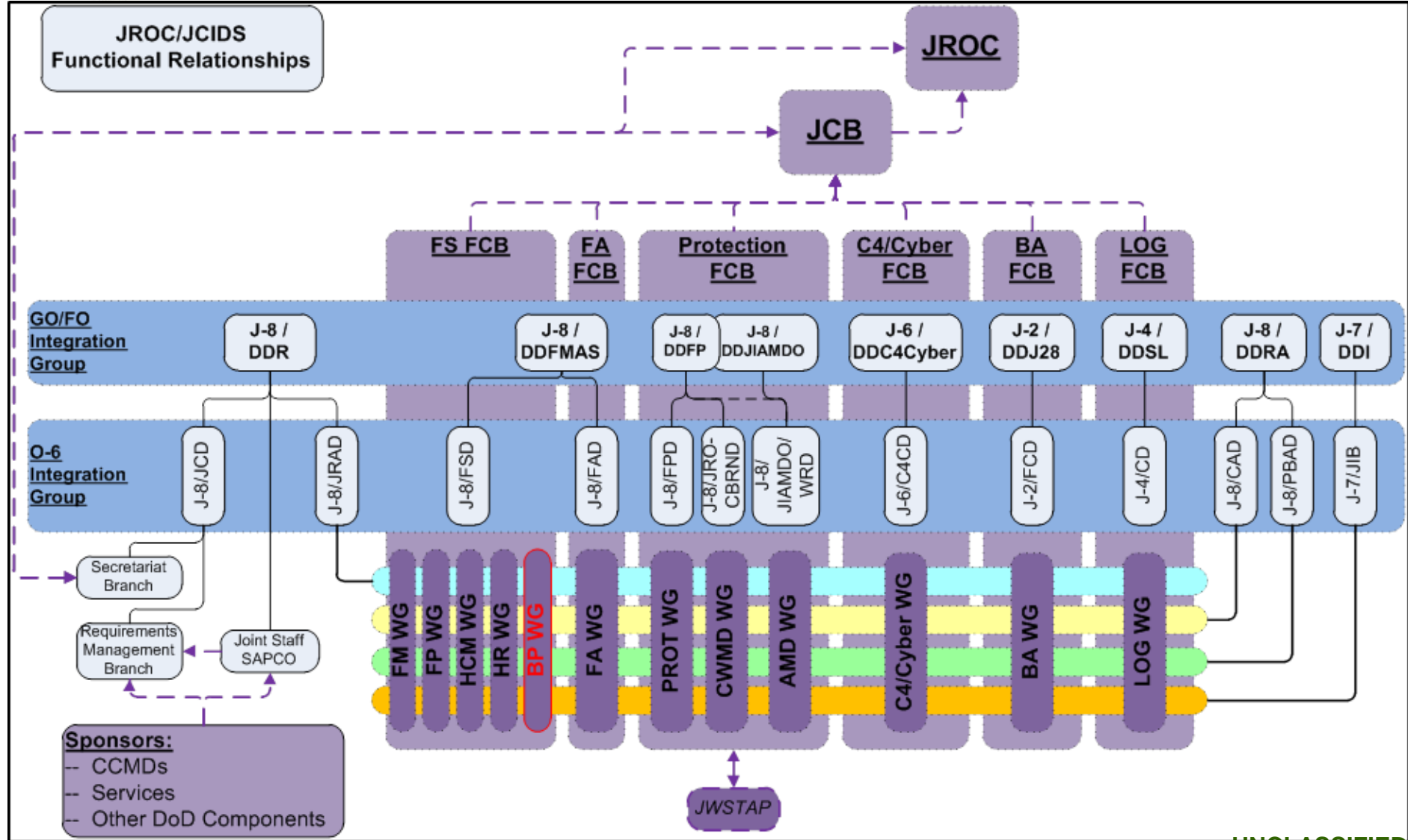
- USD (Acquisition, Technology, and Logistics)
- USD (Comptroller)
- USD (Policy)
- Director, Cost Analysis & Program Evaluation
- Director, Operational Test & Evaluation

* Unless otherwise directed to participate by the JROC Chairman, CCMD representatives are highly encouraged to participate as members of the JROC when matters related to that command will be under consideration by the JROC.

* Non-statutory advisors: USD (Intelligence), USD (Personnel & Readiness), DoD Chief Information Officer, Deputy Chief Management Officer

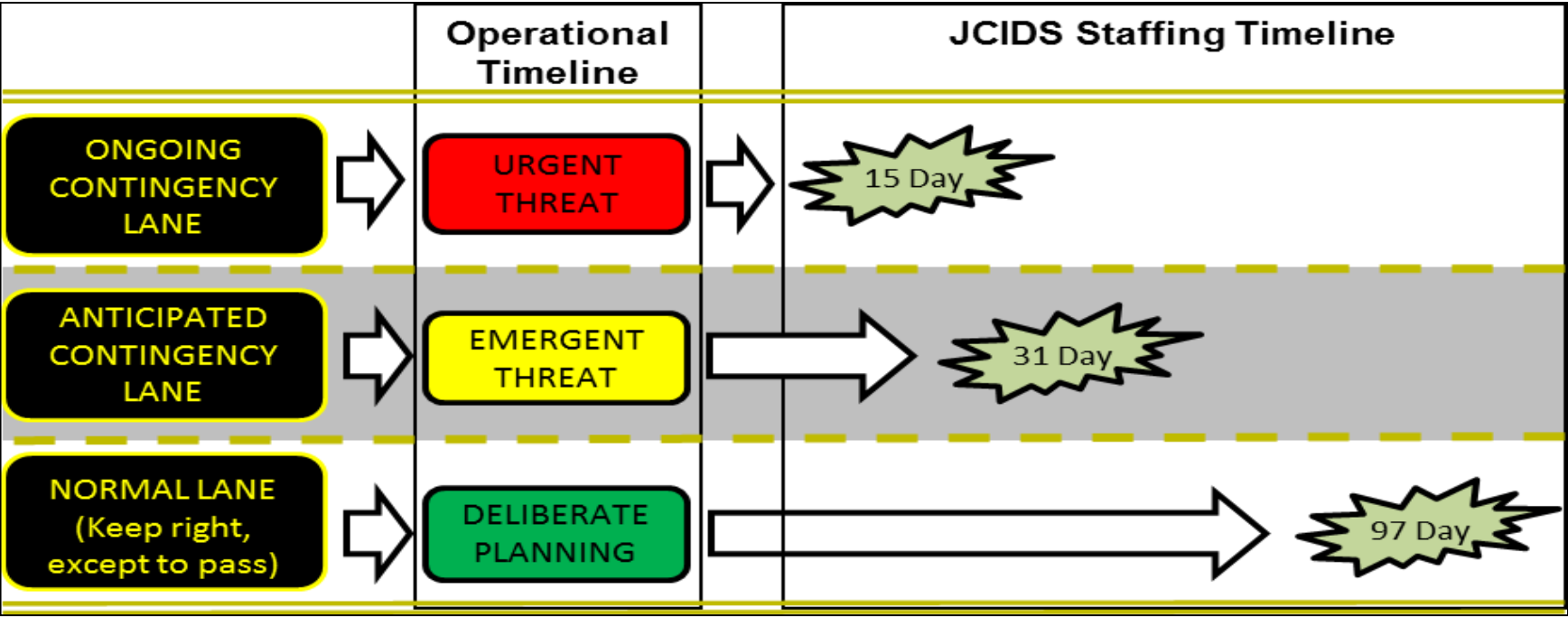


Organizational Construct for the JROC





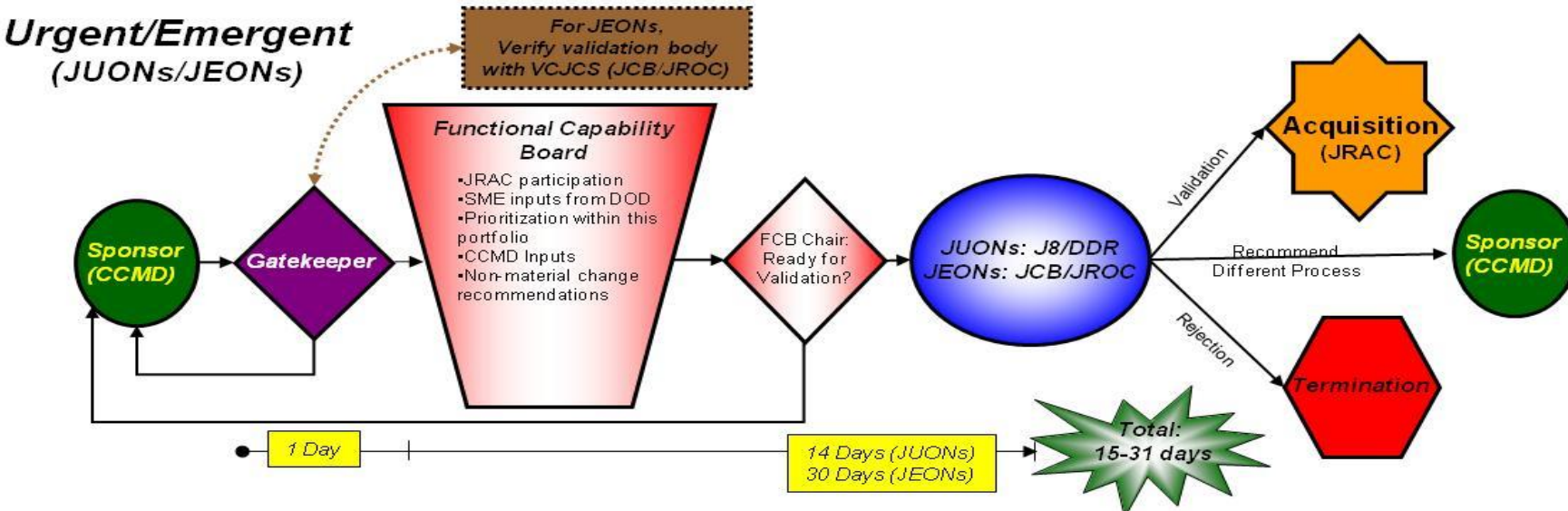
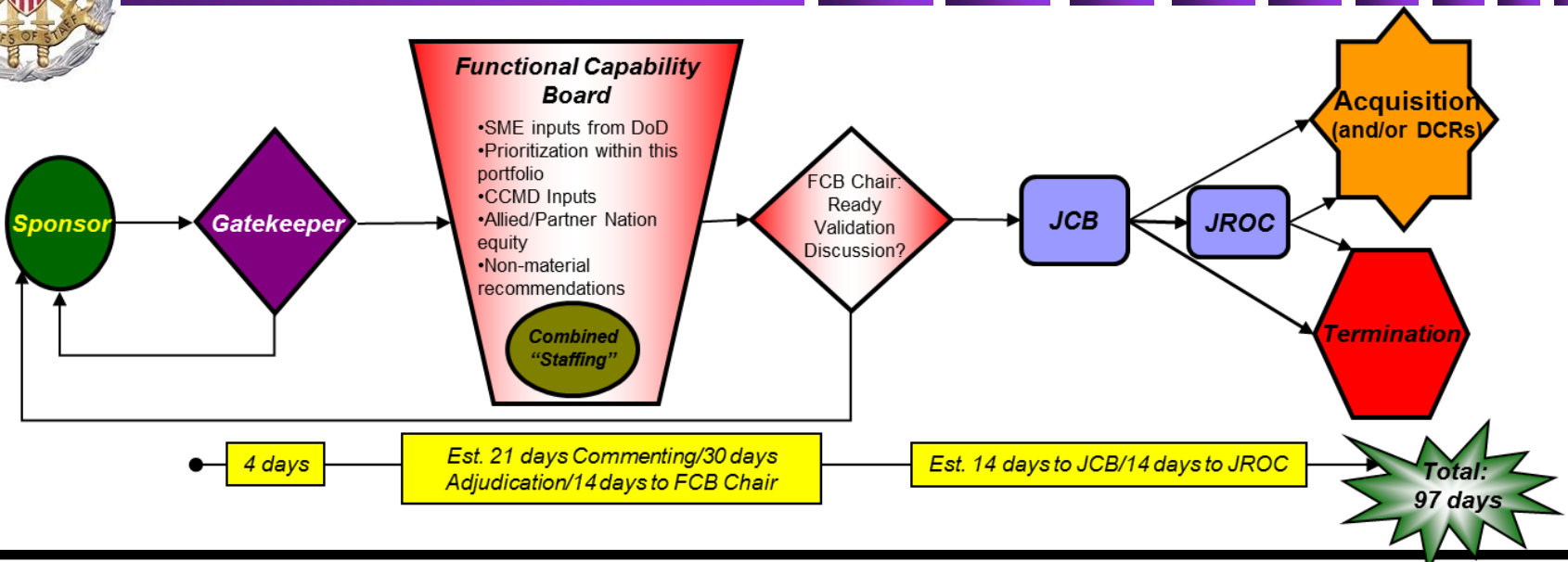
Process Lanes

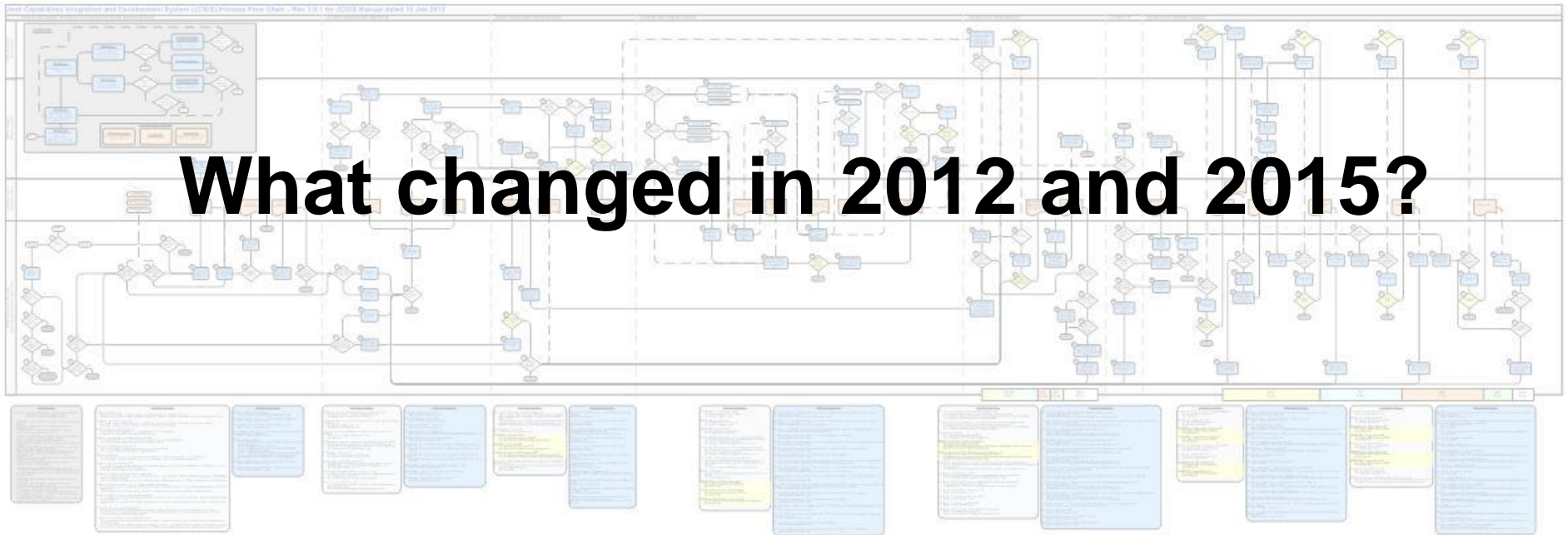


- **Urgent Threat:** CCMD Driven. Urgent and compelling to prevent loss of life and/or mission failure during current operations. Require little tech development and can be resolved in less than two years. The J8 Deputy Director for Requirements (DDR) validates
- **Emergent Threat:** CCMD Driven. Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation. VCJCS verifies, JCB or JROC validates
- **Deliberate Planning:** Service, CCMD or Agency Driven. Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature.



Deliberate vs Urgent/Emergent Process





What changed in 2012 and 2015?



Focus/Intent of Recent Updates

What we were able to improve:

- Debate the difficult issues and make difficult choices earlier
- Better upfront fidelity on cost/schedule/performance tradeoffs
- More analytic rigor and risk/portfolio analysis
- Enabling leadership to prioritize capability requirements
- Better end-to-end traceability to facilitate decision making: Missions – Requirements – Acquisition and non-Materiel – Budget.
- More dynamic/iterative process throughout a program's lifecycle. (Revisit as necessary...strategy shifts, threat changes, etc.)

Take the Lead in Shaping the Force – *Back to JROC and CJCS Title 10*



2012 and 2015 Changes (part 1 of 2)

- **Consolidated Guidance:**

- CJCSI 5123.01 (JROC Charter), CJCSI 3170.01 (JCIDS), and the JCIDS Manual are the core products
- CJCSI 3137.01 (Functional Capability Boards), CJCSI 3470.01 (Joint Urgent Operational Needs) CJCSI 3312.01 (Intelligence Supportability Certification), CJCSI 6212.01 (Net-Ready KPP Certification), and the Joint Weapon Safety Technical Advisory Panel (JWSTAP) Charter (Weapon Safety Endorsement) cancelled, with content absorbed into the three core documents

- **Requirements Training:**

- Mandated Requirements Management Certification Training (RMCT)

- **Improved visibility for all requirements:**

- Centralized repository for Capabilities Based Assessments (CBAs) and other studies/analyses supporting JCIDS documents to facilitate visibility, collaboration, and re-use
- Clarified submission of higher classification documents/issues – SAP/SAR and ACCM
- Common gatekeeping with DCMO for Defense Business Systems

- **Organizations:**

- Added Combatant Commands as full members of JROC
- Disestablished the Building Partnerships Functional Capabilities Board
- Established Joint Requirements Assessment Division (JRAD)
- Clarified Joint Staff J-7 Role and endorsement of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTmLPF-P) content
- Expanded guidance for stakeholder roles/responsibilities in CJCSI 5123.01 (JROC Charter)



2012 and 2015 Changes (part 2 of 2)

• Developing Requirements:

- Refined CBA guidance w/ focus on leveraging DoD Architecture Framework (DoDAF) to streamline efforts
- Enable more robust leverage of Science and Technology (S&T) efforts to satisfy requirements
- Increased focus on ensuring attributes are measurable and testable

• Streamlined Documents:

- Page limits: ICD - 10, DCR - 30, CDD - 45, CPD - 40
- Streamlined document formats (starts with June 2012 alternate formats)
- Implemented “IT Box” construct – Information Systems ICD (IS ICD) and IS CDD
- Institutionalized JUONs and Joint Emergent Operational Needs (JEONs)
- Requires “validation page” (and waivers, if applicable) to be combined with JCIDS documents

• Staffing:

- Streamlined staffing: Deliberate documents: 83 days. Urgent/Emergent documents: 15-31 days
- Placed focus on finding “knee in the curve” tradeoffs
- Post-AoA review of results/recommendations and draft Key Performance Parameter (KPP) review
- Eliminated JSD of Independent

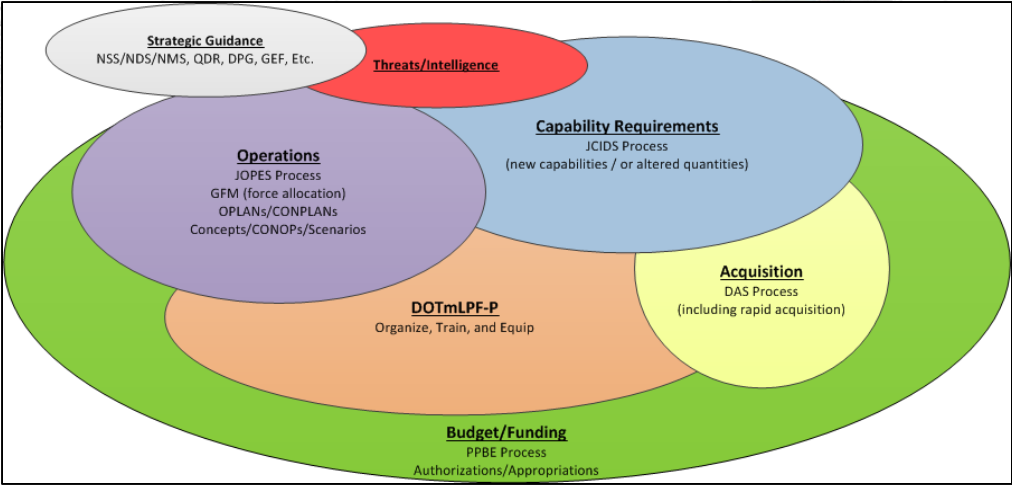
• Portfolio Management:

- Introduces the Capability-Mission Lattice (CML) as a framework for traceability to operational missions
- More robust Tripwire Process – for cost, schedule, quantity changes.
- Institutionalized Capability Gap Assessment (CGA) Process
- Introduced a post-fielding assessment for JUONs and JEONs



Capability Requirement Portfolio Management

The Key to Robust Integration in an Uncertain Future





Capability Requirement Portfolio Management

- The key objective of the JCIDS process is to facilitate the JROC and its subordinate boards, as informed by other stakeholders:
 - Manage/prioritize capability requirements within and across the capability requirement portfolios to inform assessments, processes, and activities across DOD. (Statutory roles of JROC and other stakeholders.)
 - Understand capability dependencies, relationship to the Tasks (UJTs) they enable, and the missions they support.
 - The CML (build charts to follow) provides a logical construct for dependencies and traceability of capability requirements – visualization of what is (and has been) required in narrative of JCIDS documents.
 - Maintain awareness of historical decisions and rationale, including past cycles of CGA and PBR, to make informed assessments and decisions.

Capability-Mission

Lattice 2.0

27 July 2015

(Ends-Ways-Means)



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**Capability-Mission
Lattice 2.0**
(Ends-Ways-Means)

27 July 2015

National Security Strategy

National Defense Strategy

National Military Strategy

National Security
Interests

Unified Command
Plan

Quadrennial
Defense Review

Quadrennial Roles/
Missions Review

Defense Planning
Guidance

Joint Strategic
Capabilities Plan

Guidance for Employment
of the Force

GFM Implementation
Guidance

**Strategic
Guidance**



Capability-Mission Lattice 2.0 (Ends-Ways-Means)

27 July 2015

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**Strategic
Guidance**

Missions / Planning / Operations

Maintain Nuclear Deterrence

Defense of the Homeland

Defeat Adversaries

Global Stabilizing Presence

Combat Terrorism

Counter Weapons of Mass Destruction

Deny Adversary Objectives

Crisis Response / Limited Contingency Ops

Military Engagement / Security Cooperation

Counterinsurgency and Stability Ops

Support to Civil Authorities

Humanitarian Assistance / Disaster Response

ISCs / OPLANs / CONPLANS

CCJO / Other Concepts and CONOPS

Aligns With:

**CBA: Operational Context,
and Concepts/CONOPS, and
DoDAF OV-1, OV-2, OV-4**

**ICD/DCR/CDD/CPD: Section 1
– Operational Context**

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Capability-Mission

Lattice 2.0

27 July 2015

(Ends-Ways-Means)

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Support to Civil Authorities

Humanitarian Assistance / Disaster Response

ISCs / OPLANS / CONPLANS

CCJO / Other Concepts and CONOPS

Threats/ Conditions

Near Peer
Competitors

Rogue
Nations

Non-State
Actors

Weapons
of Mass
Destruction

Treaties/Alliances

Environmental /
Natural Events

Threat Assessments

Aligns With:

**CBA: Threats (in Operational
Context)**

**ICD/DCR/CDD/CPD: Section 2
– Threat Summary**

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Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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ISCs / OPLANS / CONPLANS

CCIO / Other Concepts and CONOPS

Decompose
missions into
discrete tasks

**Universal Joint Tasks
(UJT)**

Assess tasks
against pacing
threats/conditions

Quantified tasks lead to
Capability Requirements

Threats/ Conditions

Critical Intelligence Parameters

Near Peer
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Environmental /
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Threat Assessments

Aligns With:

**CBA: Operational Tasks, and
DoDAF OV-5a**

**ICD/DCR/CDD/CPD: Section 1
– Operational Context**

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(Ends-Ways-Means)

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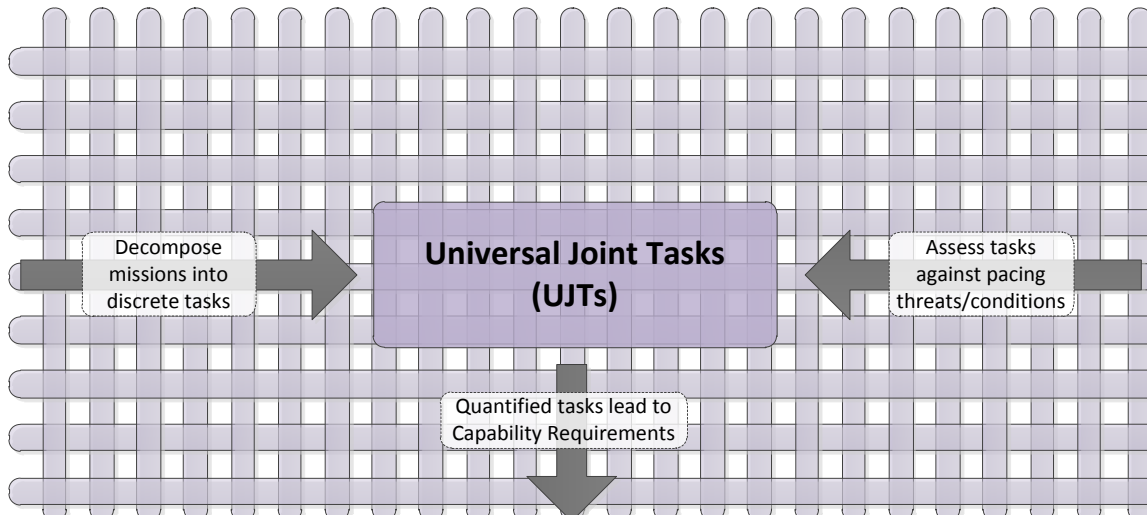
GFM Implementation
Guidance

**Strategic
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CCJO / Other Concepts and CONOPS



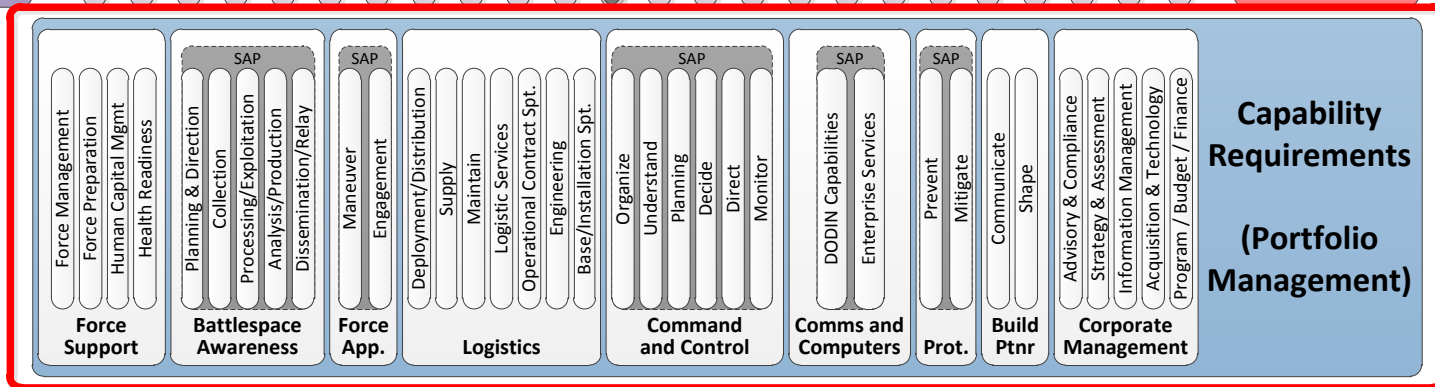
Threats/ Conditions

Threat Assessments

- Near Peer Competitors
- Rogue Nations
- Non-State Actors
- Weapons of Mass Destruction

Critical Intelligence Parameters

- Treaties/Alliances
- Environmental / Natural Events



Aligns With:

CBA: Capability Requirements, and DoDAF CV-2, CV-3, CV-6

ICD/DCR/CDD/CPD: Section 3 – Capability Requirements

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Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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Defense of the Homeland

Defeat Adversaries

Global Stabilizing Power

Combat Terrorism

Counter

Military

Co

Sup

Humanitarian

Threats/ Conditions

Near Peer
Adversaries

Adversaries/Alliances

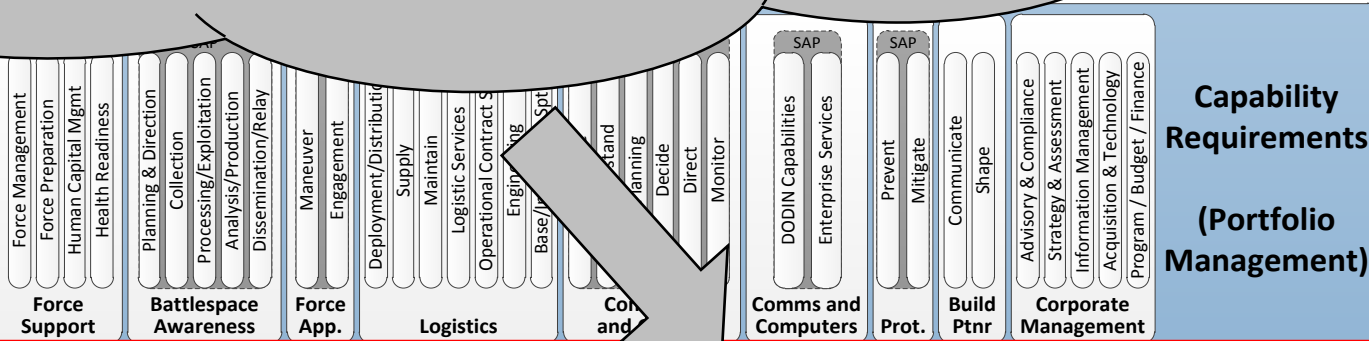
Environmental /
Natural Events

Aligns With:

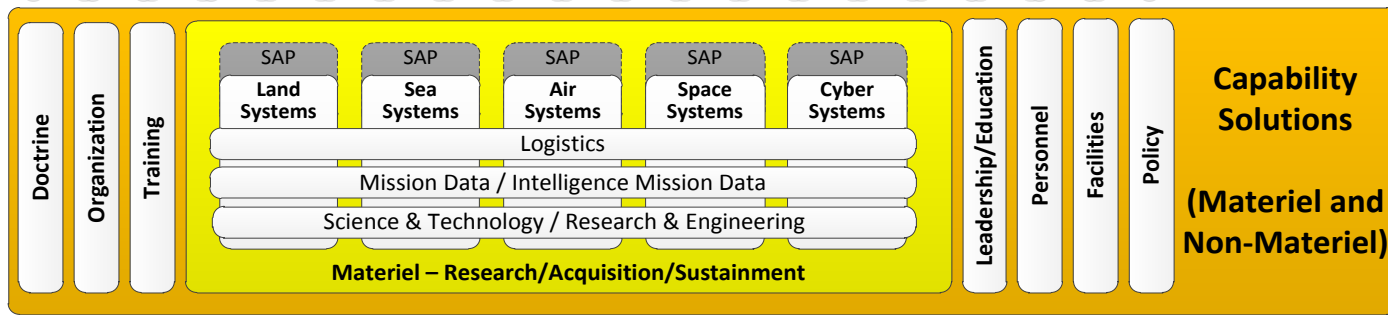
**CBA: Capability Gaps (Requirements vs Solutions), Risk
assessment, and Non-materiel**

ICD/DCR: Section 3 – Capability Gaps, and Section 4 – Non-materiel

**CDD/CPD: Section 5 – KPPs/KSAs/APAs, DOTmLPF-P,
and DODAF SV-7, SV-8**



Requirement-to-Solution Mismatch (Performance and/or Quantity) Identifies Capability Gap



Capability-Mission Lattice 2.0

(Ends-Ways-Means)

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ISCs / OPLANS / CONPLANS
CCIO / Other Concepts and CONOPS

Decommission
discret

Aligns With:

CBA: Operational Context, and Concepts/CONOPS, and DoDAF OV-1, OV-2, OV-4

ICD/DCR/CDD/CPD: Section 1 – Operational Context

Threats/Conditions

Critical Intelligence Parameters
Near Peer Competitors
Rogue Nations
Non-State Actors
Weapons of Mass Destruction
Treaties/Alliances
Environmental / Natural Events

Supply of Forces (Global Force Mgmt)

USA
USN
USMC
USAF
SOCOM
CSAs

Service/Joint Exercises
Wargaming / M&S
Joint Lessons Learned
Readiness Reporting

Force Elements

(Readiness)

Supply of Capability Solutions

Management
Information
Human
Health

Planning
Collection
Processing/Exploitation
Analysis/Production
Dissemination

Man
Engage

Deployment
Sustain
Maintain
Logistic Support
Operational
Base

Command
Control

Comms and Computers
Prot.

Build Ptnr

Corporate Management

Force Support

Battlespace Awareness

Force App.

Logistics

Command and Control

Comms and Computers

Prot.

Build Ptnr

Corporate Management

Capability Requirements
(Portfolio Management)

Requirement-to-Solution Mismatch (Performance and/or Quantity) Identifies Capability Gap

Doctrine

Organization

Training

SAP
Land Systems

SAP
Sea Systems

SAP
Air Systems

SAP
Space Systems

SAP
Cyber Systems

Logistics

Mission Data / Intelligence Mission Data

Science & Technology / Research & Engineering

Materiel – Research/Acquisition/Sustainment

Leadership/Education

Personnel

Facilities

Policy

Capability Solutions
(Materiel and Non-Materiel)

Capability-Mission Lattice 2.0

(Ends-Ways-Means)

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Support to Civil Authorities
Humanitarian Assistance / Disaster Response

ISCS / OPLANS / CONPLANS
CCIO / Other Concepts and CONOPS

Decompose missions into discrete tasks

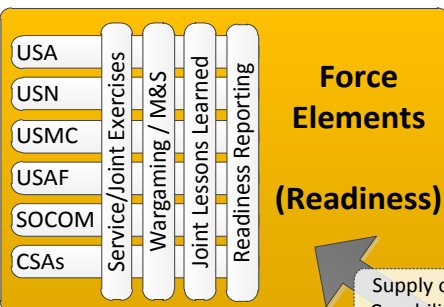
Universal Joint Tasks (UJT)

Assess tasks against pacing threats/conditions

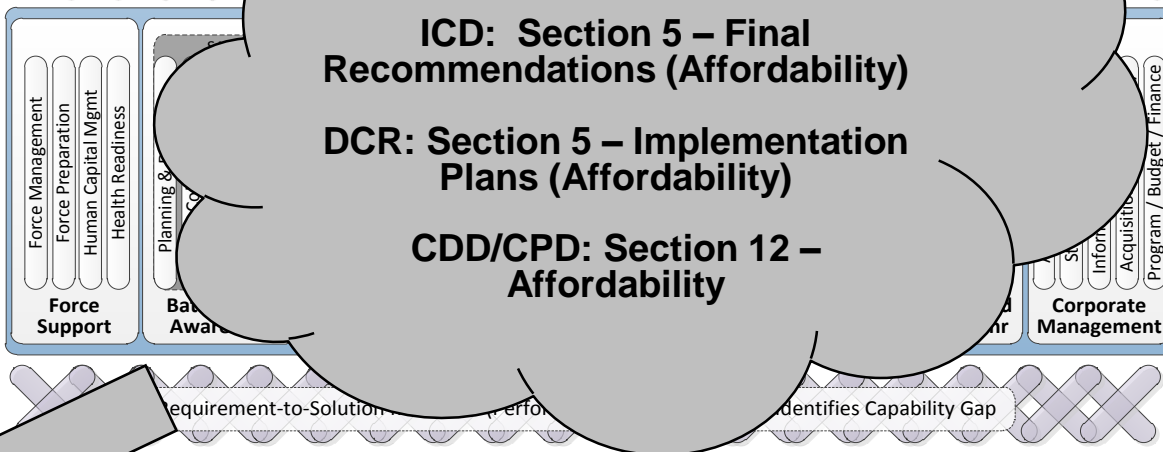
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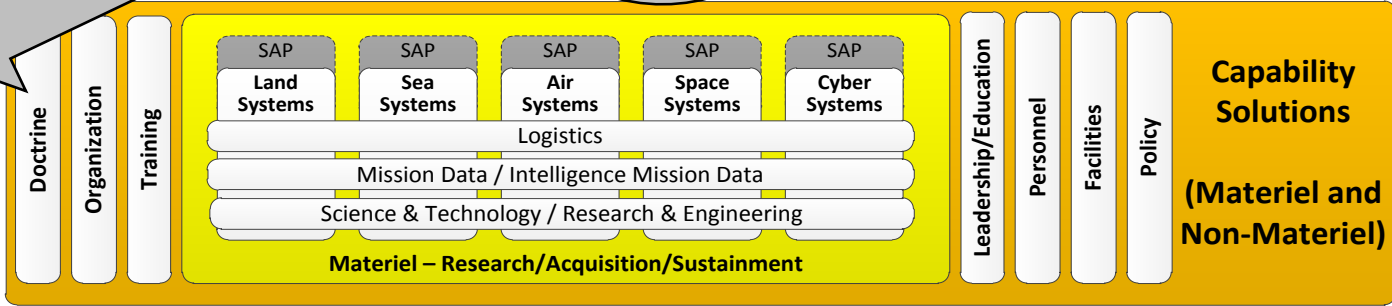
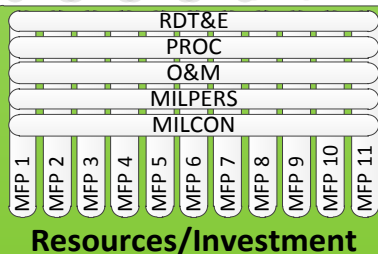
Supply of Forces (Global Force Mgmt)



Supply of Capability Solution



Capability Requirements (Portfolio Management)



Capability-Mission Lattice 2.0

(Ends-Ways-Means)

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Concepts and CONOPS

Supply of Forces (Global)

USA
USN
USMC
USAF
SOCOM
CSAs

Service/Joint Exercises
Wargaming / M&S
Joint Lessons Learned
Readiness Reporting

(Readiness)

Supply of Capability Solutions

Aligns With:

CBA: Operational Context (Timeframe)

ICD/DCR/CDD/CPD: Section 1 – Operational context (IOC/FOC definitions)

DCR: Section 5 – Implementation Plans (Milestones/completion dates)

CDD/CPD: Section 4 – Program Summary (achieving IOC/FOC)

Assess tasks against pacing threats/conditions

Threats/ Conditions

Critical Intelligence Parameters
Near Peer Competitors
Rogue Nations
Non-State Actors
Weapons of Mass Destruction
Treaties/Alliances
Environmental / Natural Events

Capability Requirements (Portfolio Management)

Note: Each CML is a snapshot in time. Can be layered for depth.

Requirement-to-match (Performance and/or Quantity) Identifies Capability Gap

Resources/Investment

RDT&E
PROC
O&M
MILPERS
MILCON
MFP 1
MFP 2
MFP 3
MFP 4
MFP 5
MFP 6
MFP 7
MFP 8
MFP 9
MFP 10
MFP 11

Doctrine

Organization

Training

SAP
Land Systems

SAP
Sea Systems

SAP
Air Systems

SAP
Space Systems

SAP
Cyber Systems

Logistics

Mission Data / Intelligence Mission Data

Science & Technology / Research & Engineering

Materiel – Research/Acquisition/Sustainment

Leadership/Education

Personnel

Facilities

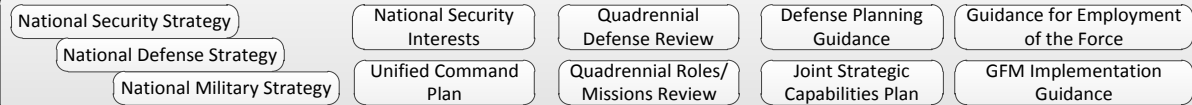
Policy

Capability Solutions (Materiel and Non-Materiel)

Capability-Mission Lattice 2.0

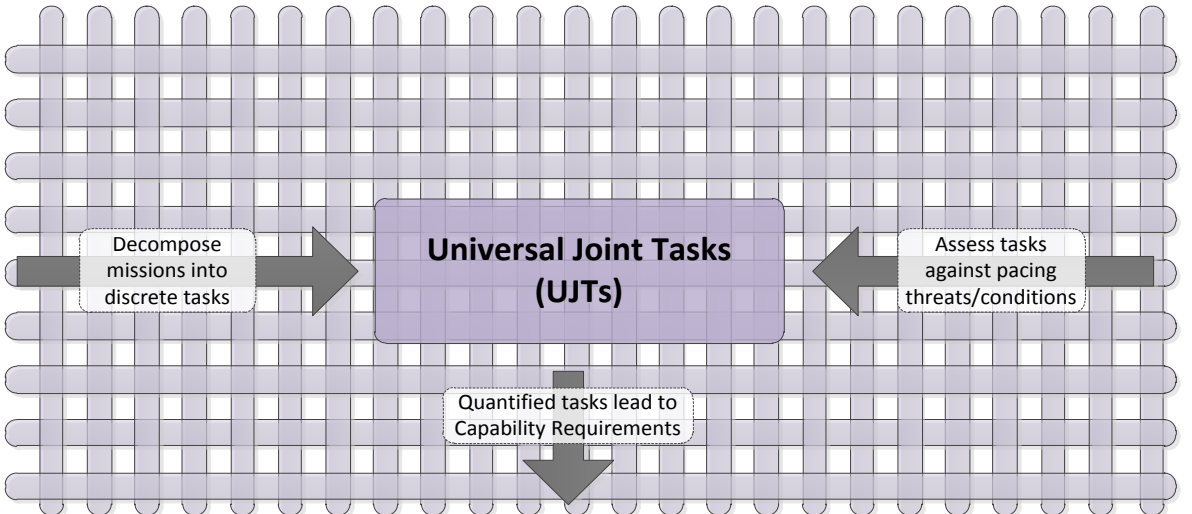
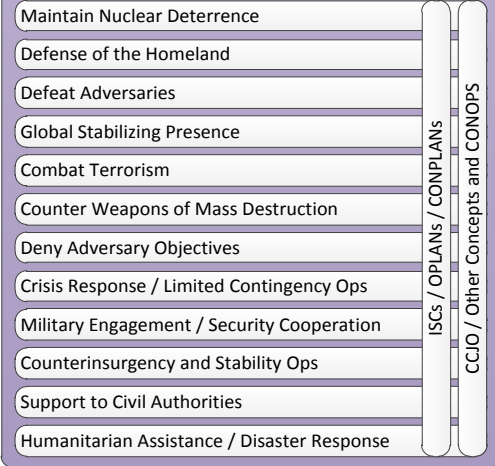
(Ends-Ways-Means)

27 July 2015

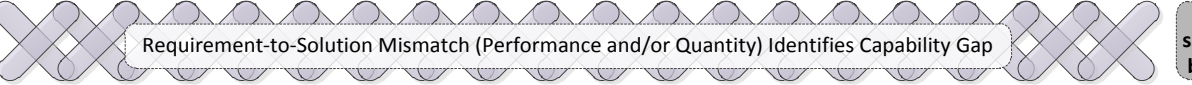
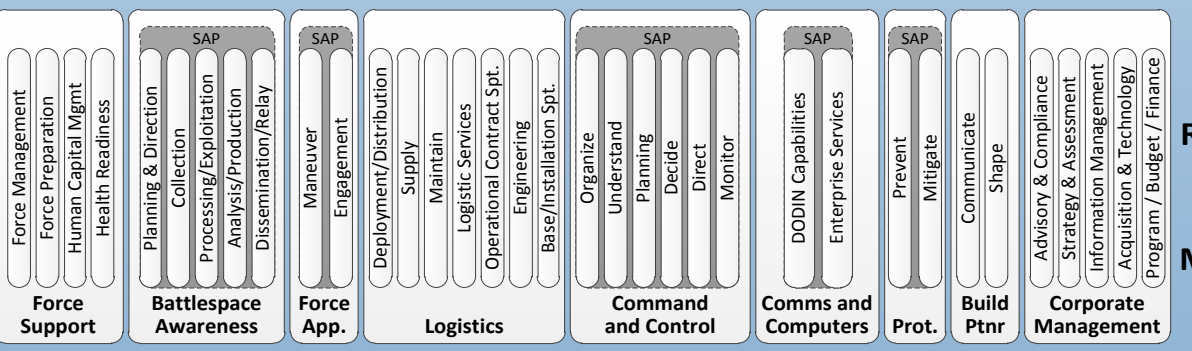
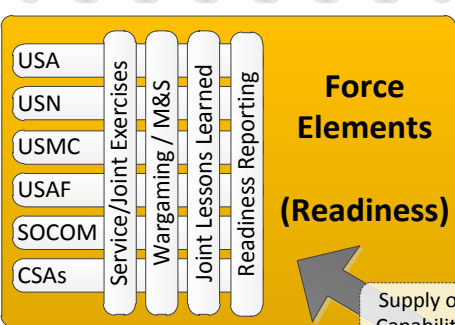
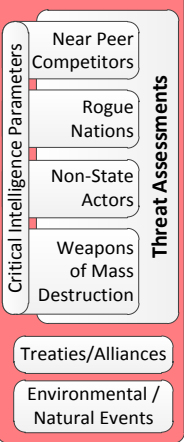


Strategic Guidance

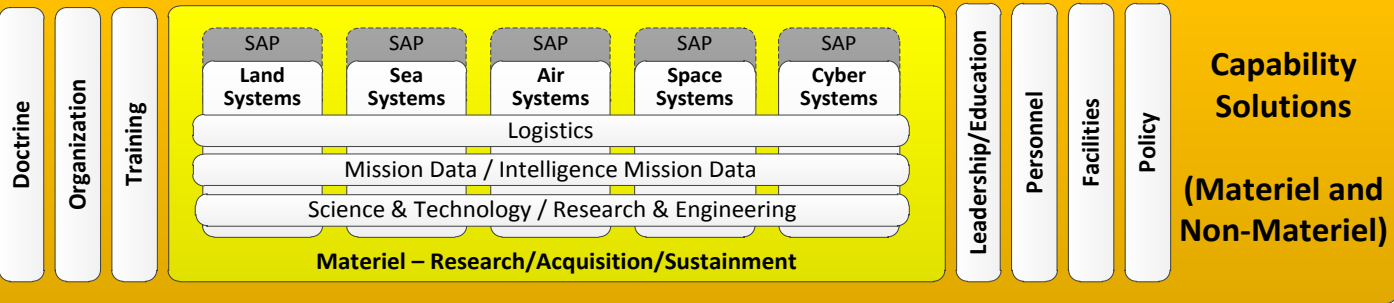
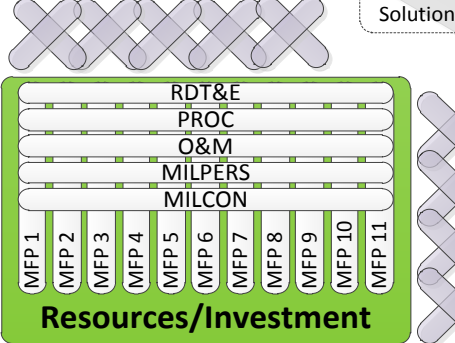
Missions / Planning / Operations



Threats/ Conditions



Note: Each CML is a snapshot in time. Can be layered for depth.





JRAD Portfolio Tools

The portfolio tools in development are designed to integrate, and allow queries against, the following authoritative data:

- Mapping defense planning scenarios to Universal Joint Tasks (UJTs). (J8/Future CONOPS Division)
- Mapping UJTs to Joint Capability Areas (JCAs). (J7)
- Mapping validated capability requirements to JCAs. (J8)
- Mapping validated capability requirements to acquisition programs. (USD(AT&L) / Defense Acquisition Management Information Retrieval (DAMIR))
- Mapping acquisition programs and force elements to budget data. (OSD CAPE / DoD Resources Data Warehouse (DRDW))
- Mapping current and recently completed S&T efforts to JCAs. (Defense Technical Information Center (DTIC))
- Force element readiness reporting. (USD(P&R) / Defense Readiness Reporting System (DRRS))
- Joint Lessons Learned Program (JLLP). (J7)



Continuous Assessment – Dynamic Portfolios

- **Changes may require reassessment of the capability requirement portfolios to ensure that any impacts are identified and appropriate actions taken to best serve the joint force.**
 - **Revisiting previously validated capability requirements for potential adjustment in light of the updated guidance.**
 - **Initiating studies or analyses to assess identified gaps or overlaps in the capability requirement portfolios.**
 - **Update capability requirement portfolio assessments to inform other Departmental processes or decision making, such as in PBR.**



Questions?

Or later/online:

NIPR: <https://www.intelink.gov/wiki/JCIDS>

SIPR: <https://www.intelink.sgov.gov/wiki/JCIDS>

Analysis - J-8/JRAD (Joint Requirements Assessment Division)

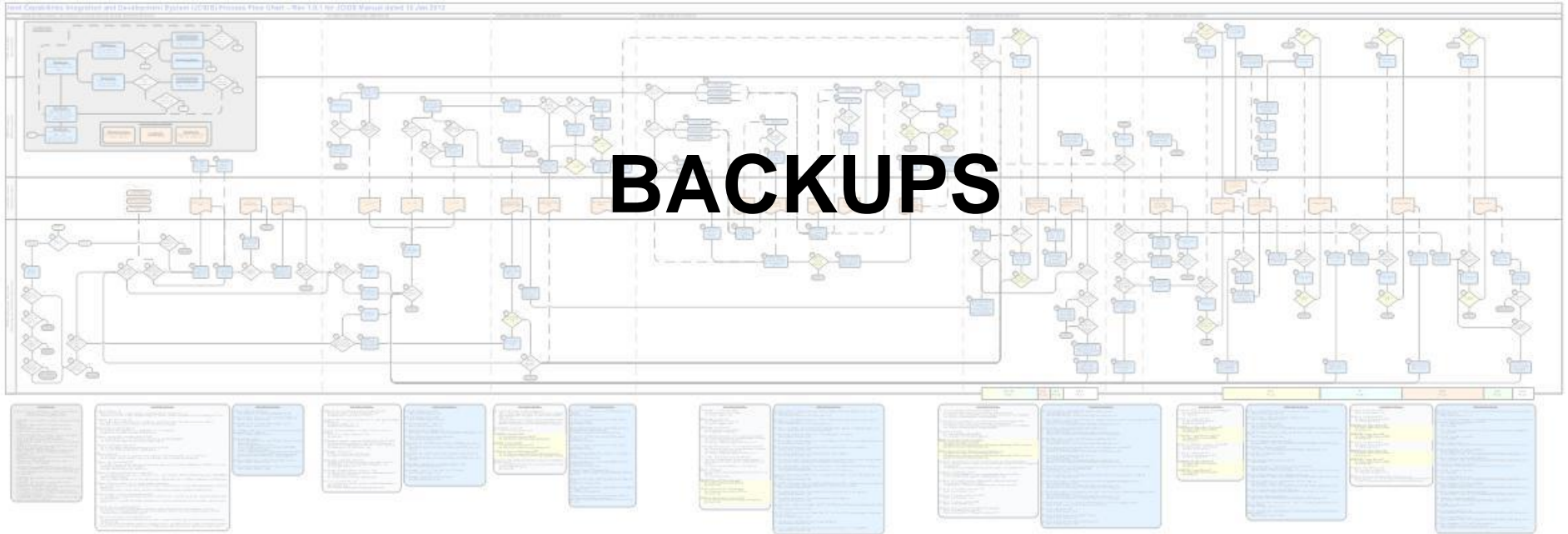
COL Stephanie J. Tutton, USA (stephanie.j.tutton.mil@mail.mil)

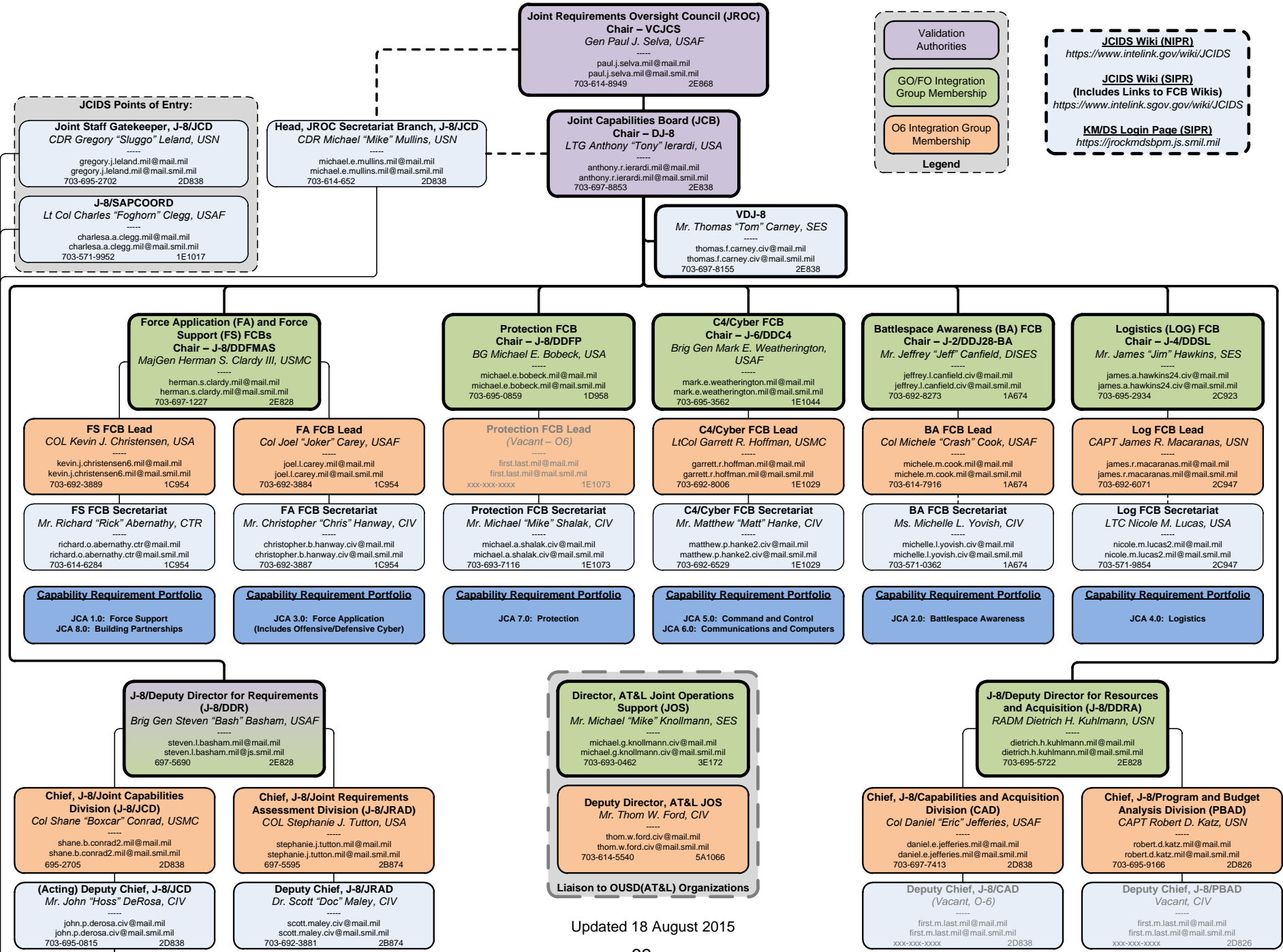
Dr. Scott "Doc" Maley (scott.maley.civ@mail.mil)

Gatekeeper/Secretariat - J-8/JCD (Joint Capabilities Division)

Col Shane "Boxcar" Conrad, USMC (shane.b.conrad.mil@mail.mil)

Mr. John "Hoss" DeRosa (john.p.derosa.civ@mail.mil)

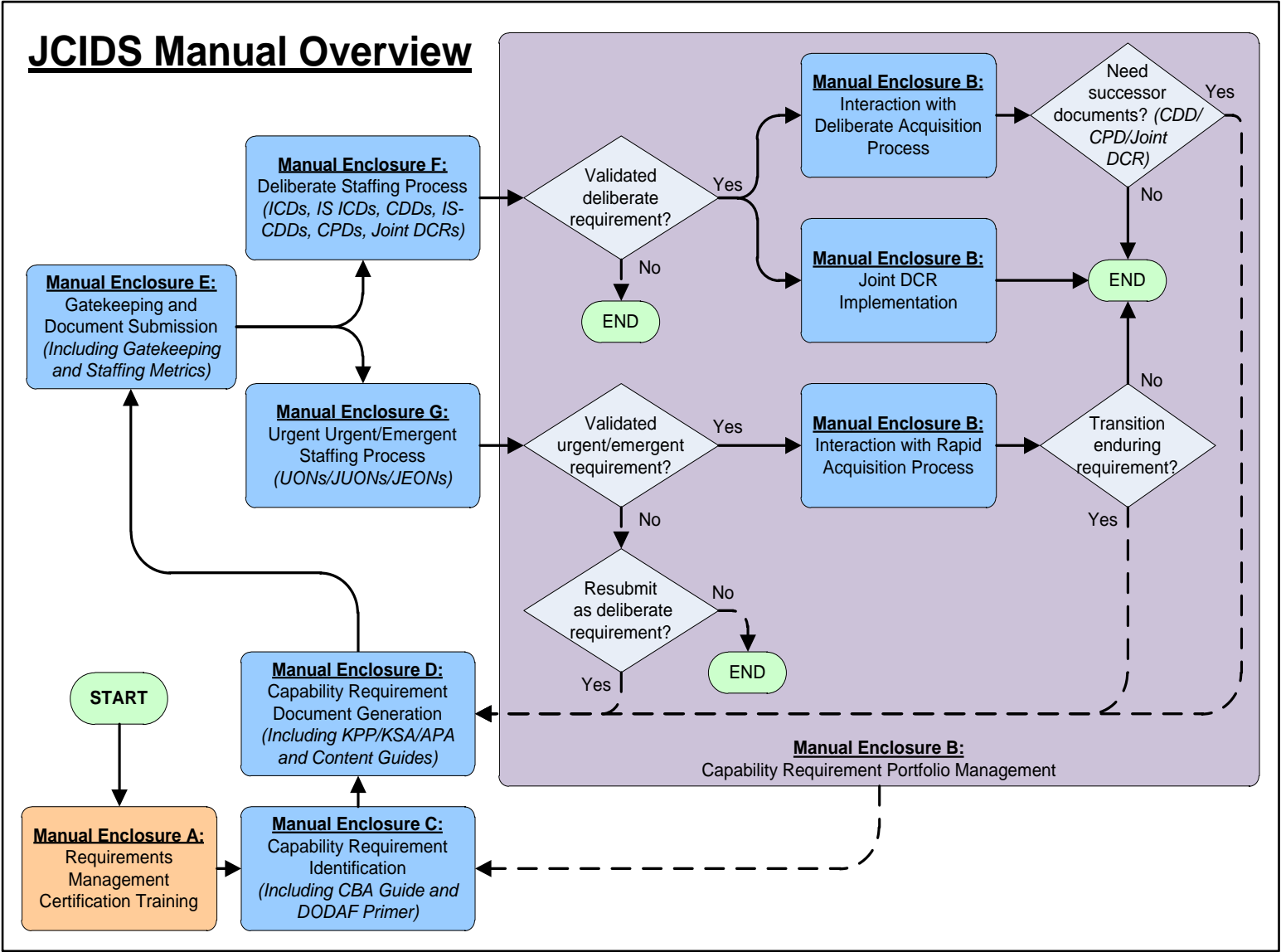




Updated 18 August 2015



JCIDS Guidance Documents

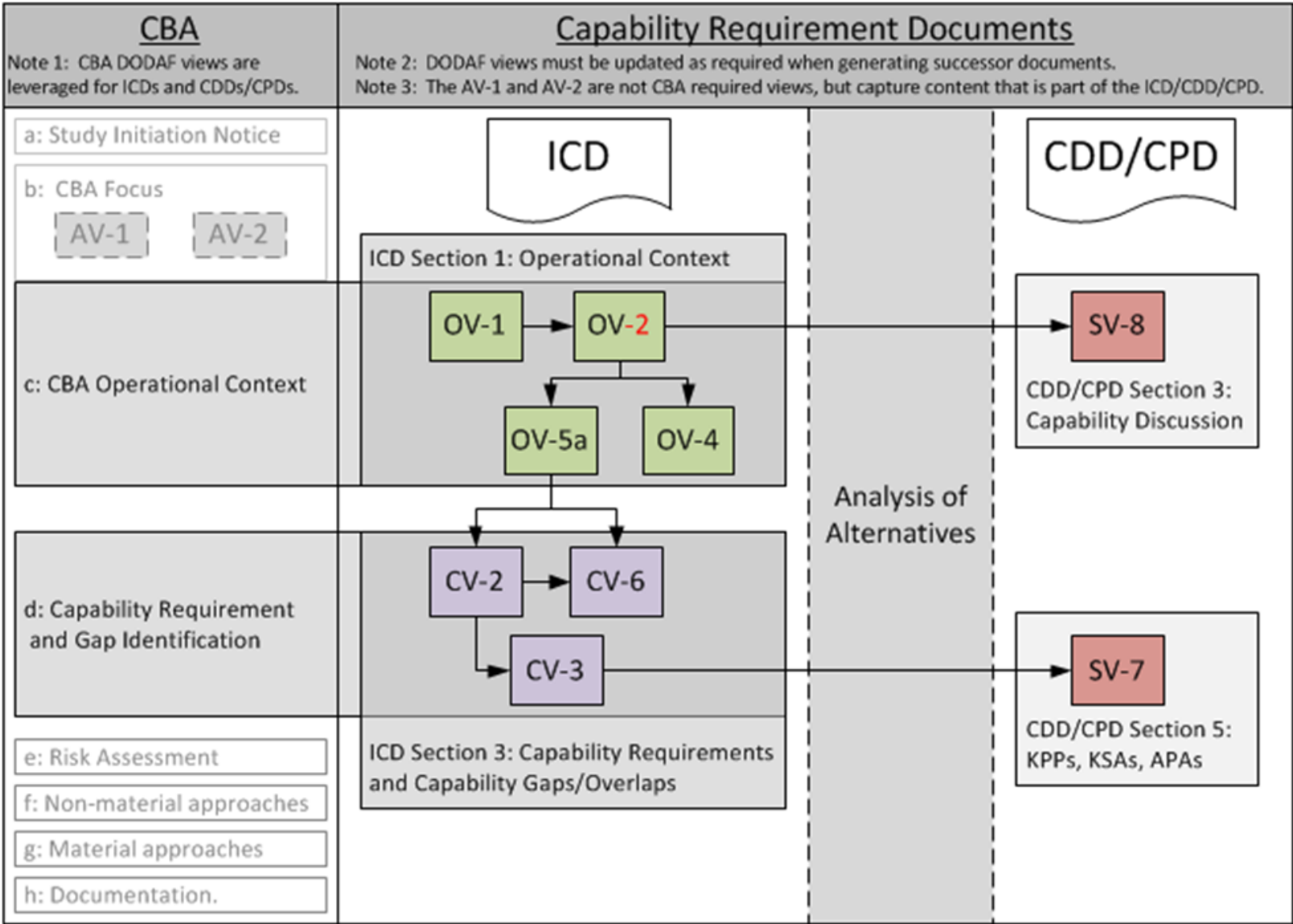


CJCSI 5123.01G:
JROC Charter
(Including Roles and Responsibilities for JROC/JCIDS)

CJCSI 3170.01I:
JCIDS Instruction
(Overview)

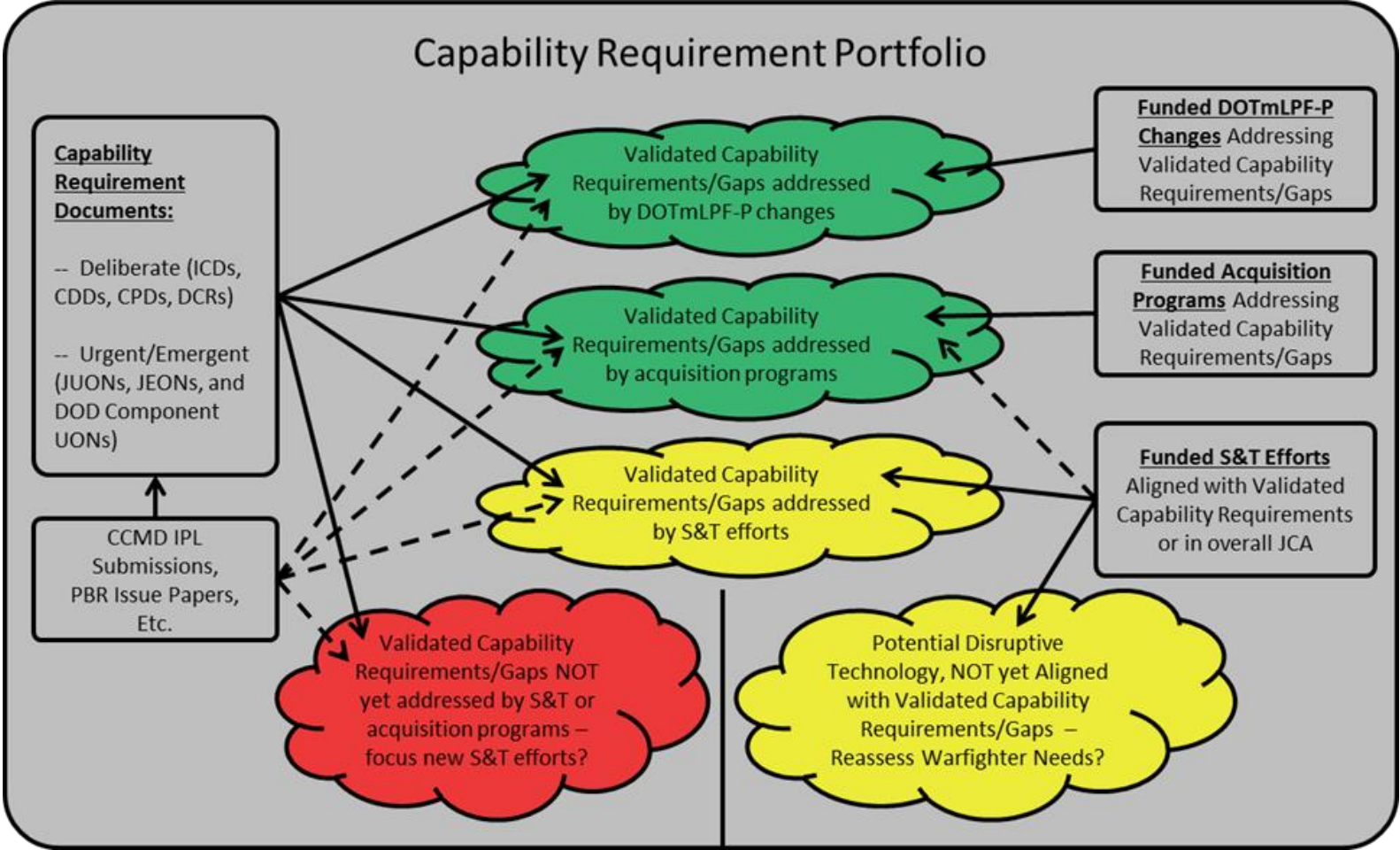


DODAF Architecture Views





Innovation through S&T Integration





Primary Stakeholders/Equities

Capability Requirement Documents			Section Primary Equities	
ICD	Joint DCR	CDD/CPD	Joint Staff	Other/Advisors
Operational Context	Operational Context	Operational Context	J3/J5	CAPE (for ISCs)
Threat Summary	Threat Summary	Threat Summary	J-2/IRCO	USD(I)
Capability Requirements / Capability Gaps	Capability Discussion	Capability Discussion	FCBs, J-8/JRAD, J-8/CAD, J-8/PBAD	MDA, ASD(A), ASD(R&E), ASD(L&MR), USD(I), DOD CIO, DASD(T&E), DOT&E
		Program Summary		
		KPPs/KSAs/APAs Other Attributes		
		Mandatory KPPs	J8/FPD, J4/MXD, J6/C4CD, J4/ED	DASD(MR), DOD CIO, ASD(OEPP)
		Spectrum Requirements	J-6/C4CD	DOD CIO, USD(AT&L) – C3 & Cyber
		Intelligence Supportability	J-2/IRCO	USD(I)
		Weapon Safety Assurance	J8/FPD	JWSTAP, ASD(L&MR)
		Technology / Manufacturing Readiness	FCBs, J-8/JRAD, J-8/CAD, J-8/PBAD	ASD(R&E)
Non-materiel Approaches	Change Recommendations	DOTmLPF-P Considerations	J-1, J-4, J-5, J-7, J-8/FD	USD(P), USD(P&R), ASD(L&MR)
Recommendations	Resource Summary	Program Affordability	Validation Authority	MDA, CAPE